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ABSTRACT

In compliance with 1983 state legislation, the Florida Postsecondary Education Planning Commission reviewed five Regional Coordinating Councils for Vocational and Adult General Education during 1990-91, focusing on staffing arrangements. As part of the review process, the commission distributed a questionnaire to all 28 of the councils' executive directors in August 1990 and examined prior evaluation materials gathered from the councils. In addition, commission staff and the specialist for regional coordinating councils attended the meetings of five councils and interviewed members and staff. The five councils reviewed were Region 1 (Pensacola), Region 5 (Tallahassee), Region 14 (Lake-Sumter), Region 17 (Hillsborough), and Region 27 (Miami-Dade). In general, the evaluation showed that the councils have provided a forum for regular communication at the local level. Some councils have established strong linkages between the educational and business sectors of their communities, although some have not. The following recommendations were made: (1) the legislature should continue to appropriate funds for the councils; (2) councils should draw up a contract or performance standards for their executive directors; (3) lay members with ties to the business community should be appointed to councils; and (4) the specialist for regional coordinating councils should withhold funds to councils that have not submitted all required documentation. (Appendixes include: (1) Florida statutes relating to regional coordinating councils; (2) executive directors' questionnaire and selected results; (3) information chart on five councils selected for 1990-91 evaluation; and (4) follow-up to 1989-90 recommendations.) (KC)

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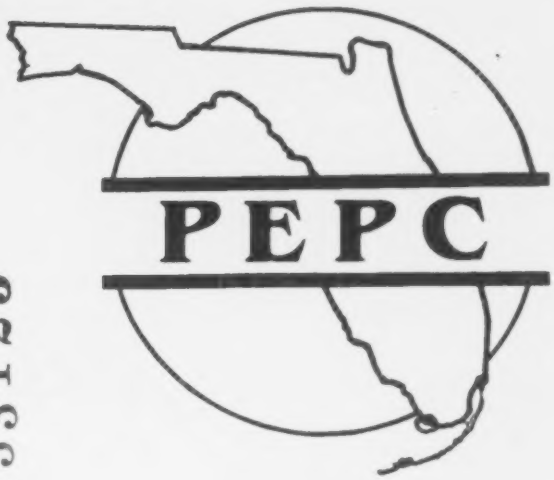

REGIONAL COORDINATING COUNCILS

For Vocational & Adult General Education

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Report and Recommendations of the Postsecondary Education Planning Commission

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AN EVALUATION OF THE REGIONAL COORDINATING COUNCILS FOR VOCATIONAL AND ADULT GENERAL EDUCATION

1990-91

Report and Recommendations
of the
Postsecondary Education Planning Commission

May 16, 1991

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The Postsecondary Education Planning Commission, initially created by executive order in 1980 and subsequently given statutory authority (SS 240.145 and 240.147, Florida Statutes), serves as an advisory body to the State Board of Education on all postsecondary education matters. The Commission is composed of 11 members of the general public and one full-time student registered at a postsecondary education institution in Florida. Members are appointed by the Governor with the approval of three members of the State Board of Education and subject to confirmation by the Senate.

The major responsibility of the Commission is preparing and updating every five years a master plan for postsecondary education. The enabling legislation provides that the Plan "shall include consideration of the promotion of quality, fundamental educational goals, programmatic access, needs for remedial education, regional and state economic development, international education programs, demographic patterns, student demand for programs, needs of particular subgroups of the population, implementation of innovative educational techniques and technology, and the requirements of the labor market. The capacity of existing programs, in both public and independent institutions, to respond to identified needs shall be evaluated and a plan shall be developed to respond efficiently to unmet needs."

Other responsibilities include recommending to the State Board of Education program contracts with independent institutions; advising the State Board regarding the need for and location of new programs, branch campuses and centers of public postsecondary education institutions; reviewing public postsecondary education budget requests for compliance with the State Master Plan; and periodically evaluating the State's 28 regional coordinating councils for vocational education and adult general education.

Further information about the Commission, its publications, meetings and other activities may be obtained from the Commission office, 231 Collins Building, Department of Education, Tallahassee, Florida, 32399-0400; telephone (904) 488-7894.

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....i

I. INTRODUCTION.....1

II. OVERVIEW OF THE EVALUATION PROCESS.....4

A. Selection of Five Councils for 1990-91
B. Process and Procedures
C. Formal Questionnaire
D. Findings Related to the Five Councils Evaluated in 1990-91
E. Conclusion

III. ISSUES AND RECOMMENDATIONS.....10

APPENDIX A Florida Statutes Relating to Regional Coordinating Councils
APPENDIX B Regional Coordinating Councils Executive Directors' Questionnaire and Selected Results
APPENDIX C Information Chart on Five Councils Selected for 1990-91 Evaluation
APPENDIX D Follow-up to 1989-90 Recommendations

EXECUTIVE SUMMARY

The 1983 Legislature directed the Postsecondary Education Planning Commission to evaluate the regional coordinating councils "with respect to their administrative effectiveness and the extent to which regional needs are being met and unnecessary duplication is being controlled" (Section 228.074(8), F.S.). The evaluation process was authorized to begin in July 1985.

As delineated in Sections 228.074-075, F.S., which are contained in Appendix A and outlined in the report, the 1983 Legislature assigned significant responsibilities to the regional coordinating councils. In response to its charge to evaluate the councils, the Commission developed procedures to assess the implementation of the councils' expanded statutory responsibilities. The Commission believes that effective councils will assure that the delivery of vocational and adult education is improved and that such issues as articulation, duplication of offerings, proper accountability, and efficient use of all resources are properly addressed. The structure and the responsibility given to the councils allow them to analyze programs, assess results, compare costs and resolve problems at the regional level. The Commission's role as evaluator is to assure that the councils are stringent in their demand for more efficient and cooperative delivery of educational services.

The 1989 Legislature eliminated the requirement that at least seven councils a year be examined. Therefore, the Commission took the opportunity to assess and modify the evaluation procedures. For the last two review cycles, five councils were selected for evaluation based on a wide range of criteria including: geographical distribution, previous review findings and recommendations, council activities and accomplishments, and changes in staff and member composition.

During the 1990 Legislative session, several issues were raised surrounding the employment status of the council executive directors. The ambiguity of how council directors described themselves (as employees or contractors, part-time or full-time) led to confusion over the eligibility of council executive directors for state benefits. In addition, questions of accountability, job standards and outcomes, evaluation procedures, and compensation levels were raised by several legislators. As a result, the Commission chose to focus its 1990-91 review on the staffing arrangements of the councils. In July 1990, each executive director and chairperson of the councils were notified as to the focus of the report and the evaluation procedures that would be used. As always, the Commission reserved the right to review or analyze other components or activities of the councils. In view of the fiscal constraints currently faced by the State, a thorough assessment of the councils' roles in coordinating vocational and adult education seemed particularly relevant during the 1990-1991 review cycle.

As part of the review process and in order to compile a composite of the professional staff, the Commission distributed a questionnaire to all of the executive directors in August 1990. (See Appendix B for copy of survey.) In addition, Commission staff and the specialist for regional coordinating councils attended the meetings of five councils and meet with and interviewed selected members and staff of those councils. Because each council had already been evaluated at least once, information gathered from those meetings and interviews was used as background data on the operations of the councils and the executive directors in general. Written materials relating to the functions and responsibilities of all 28 councils and the executive directors were also obtained and reviewed as part of the evaluation procedures.

The five councils selected for review in 1990-91 were:

Region	Community College	School Districts
1	Pensacola	Escambia, Santa Rosa
5	Tallahassee	Leon/Gadsden/Wakulla
14	Lake-Sumter	Lake, Sumter
17	Hillsborough	Hillsborough
27	Miami-Dade	Dade

This report describes the findings and recommendations related to the individual council reviews as well as general conclusions regarding all 28 councils as a result of this evaluation process. The recommendations in this report are intended to contribute to the improvement of all councils as they continue to serve as communication and coordination mechanisms for local education and community resources.

Recommendations:

1. **The Legislature should continue to appropriate funds to support independent professional staff for the 28 Regional Coordinating Councils for Vocational and Adult General Education.** Each council should seek ways to maximize those resources to provide for the most cost effective and efficient staffing arrangements possible.

2. **The membership of each regional coordinating council should draw up a specific contract or performance standards that must be achieved by the executive director.** That document should contain tangible goals and objectives to be met within a specific timeframe. The contract or standards should be evaluated annually by the council membership or by a component of that membership. The specialist for regional coordinating councils should be supplied with a copy of each region's contract.

3. **Lay members to the regional coordinating councils should be nominated and appointed based on their experience with and ties to the local business community.** The executive directors of each council should send the appointment or reappointment papers to the governors office via the state specialist's office in a timely manner. The Governor's appointments office should ensure that the nominations are placed on the State Board of Education agenda within two months of receiving the appointment papers.

4. **The specialist for regional coordinating councils should withhold general revenue funds from any council that has not submitted all legally required reports, contracts, or job descriptions with specific performance standards for the executive directors.**

I. INTRODUCTION

Regional coordinating councils have been in existence since the implementation of State Board of Education Administrative Rules 6A-6.67 and 6A-14.37 in 1971. They were established to coordinate delivery of vocational, adult and community education by school districts and community colleges. Staff members from the Division of Vocational, Adult and Community Education have worked with the councils since their inception. For example, state planning specialists have collaborated extensively with the councils to implement the uniform statewide planning system for comprehensive vocational education.

The 1983 Legislature enhanced the role and authority of the councils through provisions in the RAISE Bill (Chapter 83-324, Laws of Florida). Concurrent with the new legislation, the Postsecondary Education Planning Commission was charged with evaluating the regional coordinating councils "with respect to their administrative effectiveness and the extent to which regional needs are being met and unnecessary duplication is being controlled" (Section 228.074(8) F.S.).

The 1983 Legislature specified that regional coordinating councils were responsible for the following duties:

(1) to conduct an analysis of current vocational training, counseling, and placement programs available in the region, to determine priorities for the critical opportunities and problems to be addressed, and to identify funding sources to address these priorities;

(2) to develop agreements which provide for the assignment of fiscal and programmatic responsibilities for vocational education and adult general education to the appropriate educational sector;

(3) to review and approve any new vocational education and adult education programs or activities as a condition for state funding;

(4) to review existing programs and recommend the modification or termination of vocational education and adult education programs to the school board or community college board of trustees; and

(5) to develop and submit an annual report describing actions taken by each council to address identified needs, priorities and deficiencies, including the final disposition of all recommendations made by the council.

The new statute states that the lay members must comprise no less than 51 percent of each council's voting membership. Other voting members include the community college president or his designee, and the district superintendent(s) or their respective designees. The nonvoting members consist of the directors of vocational education and adult education in each school district in the region; the vice president for academic affairs or designee for a state university serving the region; a representative of an independent vocational, technical, trade or business school located in the region; and a representative of the branch of the Florida State Employment Service in the planning region. The 1987 Legislature added a representative of the Department of Health and Rehabilitative Services (HRS) to each council.

In 1989, the Legislature assigned each council the responsibility of coordinating the development of a vocational education plan for its region. The plans are designed to assess the state's need for vocational education and to determine how best to meet those needs. The councils were also given the responsibility of approving local plans for providing educational and training programs for disabled adults. The Legislature also directed the councils to prioritize nominees for a vocational achievement grant award. The grant program was established to provide financial assistance to vocational students who have a demonstrated record of excellence and a interest in pursuing postsecondary vocational or technical study.

In response to its charge to evaluate the councils, the Commission developed procedures to assess the implementation of these expanded council responsibilities. The Commission's responsibility as evaluator is to assure that the councils are stringent in their demand for more efficient and cooperative delivery of educational services and in establishing effective linkages with local businesses and industries.

Both the original **Master Plan for Florida Postsecondary Education** and the 1988 **Master Plan Update** as well as the Commission's 1984 **Study of Postsecondary Vocational Education in Florida** recognized that to successfully carry out their increased responsibilities in coordinating vocational and adult general education, the regional coordinating councils would need adequate resources and technical assistance. The need for competent staff and timely information was especially critical given the new composition of the councils.

Obtaining staff of the highest quality at the local level who could maintain objectivity towards all sectors was of paramount importance. It was recommended by the Commission that a stable and adequate source of funding be established to attract and retain the level of staff services required to implement the expanded responsibilities of the councils. The need for competent professionals was recognized and consequently categorical funding to staff the 28 councils was appropriated by the 1983 Legislature. Councils have had two sources of funds--a general revenue appropriation to support the council professional staff, and federal funds available to provide support services such as office space, telephone service, and travel expenses. For 1990-91, $664,895 was appropriated for professional salaries. For the past several years, $400,000 has been provided annually from federal vocational dollars for support services. Due to changes included in the reauthorization of the Carl D. Perkins Vocational and Applied Technology Education Act Amendments of 1990, however, federal funds will no longer be earmarked for distribution to the councils.

When the councils were reorganized in 1984 they were provided with funds to hire professional and support staff. Some councils did not hire a director until the next year and began accumulating carry over funds. The 1986 and 1987 Appropriations Act called for an annual review of the allocations, expenditures, and needs of all councils. If the review revealed that any council was not spending its allocation at a rate that would exhaust its funds by the end of the year, the Commissioner of Education was authorized to adjust allocations between and among councils. That proviso was not included in subsequent Appropriation Acts. Although some councils continued to return unspent funds to the State at the end of the year, the majority of councils chose to carry that money forward to the next year. In December 1990, all carry over funds ($65,000) were returned to general revenue as part of the Division of Vocational, Adult and Community Education's portion of the statewide budget cuts.

In Fall 1984, a position was created for a Specialist for Regional Coordinating Council Operations in the Department of Education's Office of Educational Planning, Budgeting, and Evaluation. In Fall 1989, the position was transferred to the Division of Vocational, Adult and Community Education, Bureau of Business and Industry Services. Since the establishment of this specialist position, many accomplishments have been made at the state level. For example, interpretative memorandums and other correspondence have been disseminated which clarify the role and responsibilities of the 28 regional coordinating councils. Exemplary program inventories, council activities, programmatic and fiscal agreements, and training materials have been shared among councils. In addition, statewide and regional meetings and workshops have been conducted to define the legislative charge granted to the councils for the two current program areas and to facilitate the effective implementation of the statutes. In November 1986, a manual for lay members was compiled and disseminated to each council by the state specialist.

In December 1989, the specialist compiled and distributed an appointments handbook to all council executive directors. In 1990 the specialist developed and disseminated an Information Guide for the Regional Coordinating Councils that contains detailed information on all aspects of vocational and adult education in Florida. Many of the background materials used in the Commission's evaluation process were obtained from the state specialist for regional coordinating council operations. For the last two review cycles the specialist has worked directly with Commission staff in evaluating the councils and has provided input to the overall report and recommendations. In addition, the specialist has provided follow-up reports summarizing the councils' response to the Commission's recommendations. Information related to the Commission's 1989-90 evaluation is included in Appendix D.

II. OVERVIEW OF THE EVALUATION PROCESS

A. Selection of Five Councils for 1990-91

The 1989 Legislature eliminated the requirement that at least seven councils a year be evaluated by the Commission. Beginning with the 1989-90 review cycle the Commission modified its evaluation procedures to focus on council accomplishments and outcomes rather than administrative compliance. The 1989-90 report concluded that councils varied widely as to their individual effectiveness. Recommendations made to improve council effectiveness were based on all five years of council evaluations.

During the 1990 Legislative session, several issues were raised surrounding the employment status of the council executive directors. The ambiguity of how council directors described themselves (as employees or contractors, part-time or full-time) led to confusion over the eligibility of council executive directors for state benefits. In addition, questions of accountability, job standards and outcomes, evaluation procedures, and compensation levels were raised by several legislators. As a result, the Commission chose to focus its 1990-91 review on the staffing arrangements of the councils. In July 1990, each executive director and chairperson of the councils were notified as to the focus of the report and the evaluation procedures that would be used. As always, the Commission reserved the right to review or analyze other components or activities of the councils. In view of the fiscal constraints currently faced by the State, a thorough assessment of the councils' roles in coordinating vocational and adult education seemed particularly relevant during the 1990-1991 review cycle.

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17	Hillsborough	Hillsborough
27	Miami-Dade	Dade

An information chart on these five councils is included in Appendix C.

B. Process and Procedures

In developing the evaluation process, the Commission outlined broad questions to be answered regarding the operation of each council, the results of the work of the council and the role of the executive director in the council's operations. During the individual evaluations, the executive directors were asked a series of questions regarding the goals and effectiveness of the councils in general and were asked for their opinions on council composition, procedures, organization and usefulness.

Following the selection of the five councils, Commission staff obtained copies of each council's annual report, council meeting minutes since August 1990, budget requests, allocations and expenditures. Other pertinent reports and data on council activities were obtained from the state specialist for regional coordinating councils. Two independent state studies on vocational education and job training in Florida were undertaken in the Fall of 1990 by MGT of America, Incorporated, and the State Job Training Coordinating Council. Both studies provide a foundation for future statewide policies related to vocational education and training and were also used as resources during the Commission's current evaluation of the regional coordinating councils.

C. Formal Questionnaire

On August 29, 1990, surveys were mailed to the 23 executive directors of the 28 regional coordinating councils. A 100 percent return rate was obtained. The combined survey responses have been analyzed and summarized below. Variations in the responses among the executive directors as well as written comments are noted. The purpose of the survey was to compile a profile of the councils' executive directors and to determine if any continuity of staffing arrangements, responsibilities and practices existed among the professional staff.

Data Reported on Selected Items

Five of the 23 executive directors are employees of a regional coordinating council. Fourteen of the executive directors are independent contractors, three are employees of the community college in their region, and one is an employee of the school district. Two council employees and one contractor receive a percentage of their salaries from the Local Education Agencies (LEAs) in their region.

Four executive directors work for more than one council, six of the 14 independent contractors have contracted with a business or agency other than the regional coordinating council. Only seven of the executive directors (including two contractors who work for more than one council) work for the council(s) on a full-time (40 hours per week) basis. The number of hours part-time executive directors work varies from five to 30 hours per week.

Except for the contractors who provide their own office space, local LEAs provide office space for the executive directors to conduct council administrative duties. Some LEAs provide office equipment for the councils while other councils have purchased office equipment from their federal allocations.

Salaries for executive directors are provided from general revenue funds that are distributed to the councils based on a formula that is population driven. Because of the demographic differences between the regions, salaries for

executive directors vary accordingly. The executive director for one large South Florida council was allocated $51,252 for salary and benefits for 1989-90. Including a carry forward balance from the previous year of $13,057, the full-time director actually received $64,381, for salary and benefits. The full-time executive director for two large Central Florida councils received $33,424 in salary and benefits during 1989-90. The average salary including benefits paid to executive directors in 1989-90 was $23,349.

Twelve of the 23 executive directors have worked for the councils for two or more years. During 1989-90 there was more than a 50 percent turn over among council professional staff. This high attrition rate may in part be due to the uncertainty concerning council appropriations for the next fiscal year.

According to the survey, only four of the councils do not have standing committees that meet intermittently to address specific issues or accomplish specific tasks. Forty-three percent of the councils meet on a quarterly basis, five councils meet on a monthly basis, five councils meet every other month and one council meets six times a year. Most executive directors (78 percent) are evaluated annually by a committee composed of their council members.

The survey included several questions pertaining to council materials and activities. All of the executive directors answered that their council had a training or orientation manual for members, and all but three conduct orientation sessions for new lay members. Sixteen of the executive directors have developed promotional literature detailing their region's vocational education programs and the role of the council in coordinating those programs. All but three of the council executive directors reported that they had established linkages with business and industry in their areas.

As part of the Commission's survey, the executive directors were asked to list the "three things that you are most proud of regarding the operation of your regional coordinating council(s)." The most frequently mentioned accomplishments were cooperation among local education agencies and improved linkages with business and industry. Several executive directors also noted the participation of lay members in council operations, articulation between the different educational sectors, promotion of vocational education within their region, and linkages with other community and educational agencies. Four executive directors mentioned that they were most proud of the way their council meetings were conducted and the effectiveness of those meetings. Four executive directors noted that they were most proud of the promotional literature, publications, and labor market analyses that had been created or prepared by their council.

D. Findings Related to the Five Councils Evaluated in 1990-91

As previously mentioned, the evaluations of the five councils in 1990-91 were conducted in order to provide general information on the overall operations and accomplishments of the councils as a whole as well as the role and effectiveness of the executive directors. The councils evaluated varied in geographical location and demographics as did the characteristics of the executive directors. Two of the executive directors were full time employees of their council, and three were part-time contractors. Length of employment varied from two months to six years. The five councils reviewed varied in both their administrative effectiveness and in their success as a coordinating body for vocational education.

Regional Coordinating Councils 1 and 5 are staffed by part-time executive directors who are independent contractors. Both councils appear to be well served by part-time staffing arrangements. The accomplishments and goals of both Regions 1 and 5 are easily comparable to those councils with full-time executive directors. Both councils are chaired by lay people with existing ties to the local business communities. Both councils have published training manuals for members and several pieces of promotion literature that have circulated throughout their service areas.

Regional Coordinating Council 1 has benefitted recently from the strong leadership of the new lay chairperson. Since he assumed that position, linkages with various other business organizations in Escambia and Santa Rosa Counties have strengthened as has council visibility. As the council for two counties that will undoubtedly continue to attract new business and industry, it is imperative that all members of **Regional Coordinating Council 1** work to promote program accountability in all vocational programs in the counties. The council should explore the best means of alerting companies throughout the United States of the opportunities for development and expansion in Florida's northern tier.

In order to gauge a first hand review of local vocational programs, lay members and educators of **Regional Coordinating Council 5** regularly visit the vocational center and college in the area to evaluate existing programs and services. Information gathered is shared with the council and suggestions for improvement are discussed and provided to the institution. To encourage stronger communication between the public and private sectors, Region 5 conducted a survey of proprietary institutions in Leon, Gadsden and Wakulla Counties and is one of the only councils to publish information on proprietary programs in the area. It would be helpful if that council would publish a comparison of tuition fees for similar programs in the public and private sectors.

Both Regional Coordinating Councils 14 and 17 have recently hired new executive directors. The past experience of the executive director of **Regional Coordinating Council 14** includes serving as a district director of vocational education as well as a community college trustee and chairperson. This background as well as several recent lay member appointments have strengthened the ability of the council to promote collaboration among the education agencies and the business community.

A video recently produced by the council "Meeting the Needs Through Education," is an excellent orientation aid for new council members as well as a useful tool for use by the Chamber of Commerce and other organizations interested in learning about or communicating the vocational education opportunities in Lake and Sumter counties.

In addition to reviewing new course and program proposals and avoiding unwarranted duplication, the council has the potential to become even more productive in such areas as working with the chamber, private industry council, economic development council, and employers on the identification of future training needs. Another possible activity is the selection of one or more existing programs to focus on in terms of productivity (enrollments, completions, placements) and the perception of employers regarding the skills of program graduates.

Regional Coordinating Council 17, which was inactive for the two years preceding November 1989, is struggling to become a viable component of the education and business communities of Hillsborough County. The lay chairman is a well known and successful businessman who is an articulate spokesman for council goals and objectives.

The council meeting attended by staff on October 22, 1990 seemed somewhat disorganized. Several members expressed confusion over their role and the council's overall responsibilities. Although the executive director had been employed by the council for almost one year, the council had not as of yet devised a form or procedures for evaluating the executive director. The executive director's duties did not appear to be clear to all of the members.

Regional Coordinating Council 17 continues to experience more than average turnover among lay members. This lack of stability hampers the council's efforts to meet statutory duties and responsibilities.

Regional Coordinating Council 27 is staffed by a full-time employee of the council who has served as executive director for six years. As one of the most experienced council executive directors, he has provided continuity to the evolving responsibilities and duties of Region 27. Although the meeting attending by Commission staff on November 8, 1990 was well organized, it appears time consuming and unnecessary to include FTE survey reports as a council action item. The councils are no longer required to review or approve the FTE enrollments of LEAs.

The lay chairperson and lay members of Region 27 are well informed and enthusiastic about council activities and provide an important link to Miami-Dade's large and diverse business community. According to the chairman, the council needs to increase its public visibility by disseminating more information on vocational training and employment opportunities throughout Dade County particularly in large ethnic neighborhoods. He feels the direct link between training and employment opportunities at all levels of education and training need to be established at the programmatic level and then made known among the businesses and industries in the area.

The council has an active proprietary member but there appears to be little program planning coordination between public and private schools although many of the private schools in Dade County offer programs similar to those in the public school system. With its large ethnic populations, **Regional Coordinating Council 27** should consider publishing its promotional and informational literature and videos in Spanish as well as in English.

E. Conclusion

Although it is difficult to compare the effectiveness of one council or executive director to another, certain objectives, standards and accomplishments are expected after six years of council activity. At a minimum, councils have provided a forum at the local level that provides for regular communication involving all facets of public education and related agencies. If for no other reason the councils' value as a mechanism for periodic interaction among those entities should be sufficient justification for their continuation.

Some councils have gone beyond minimum accomplishments and have established strong linkages between the educational and business sectors of their

communities. This practice is not consistent throughout the state. In some areas the business community has little or no knowledge of council activities or of the vocational education and training opportunities in its region. While the majority of councils have created and circulated literature promoting vocational training opportunities that coincide with employment opportunities in their areas, others have relied on the local LEAs to provide that outreach. In some regions, little has been done to provide high school guidance counselors with needed information on postsecondary vocational opportunities in the region. Some councils have taken a proactive approach to statutory responsibilities and accomplished other related goals. Some councils have shown very little leadership, allowing the local LEAS to work independently behind the scenes much as had been done before the councils were reorganized in 1983. In summary, the success of a regional coordinating council is dependent on several variables. Those councils with strong lay participation, cooperative, open communication and interaction between LEAs, creative and proactive leadership by the executive director, established ties with business, industry and other educational and civic organizations have succeeded in their mission and provided an important service to their communities.

III. ISSUES AND RECOMMENDATIONS

Regional coordinating councils have been in existence since 1971. The 1983 Legislature enhanced the role and authority of the councils through provisions in the RAISE BILL. Both the 1983 and the 1989 Legislature broadened the scope and increased the responsibilities of the councils. At the same time, the State has mandated more stringent placement standards and assigned every postsecondary vocational education program to an appropriate award level. These developments have brought more consistency and accountability into the delivery of vocational education services and complemented the councils' responsibility for eliminating unwarranted duplication.

The future of the regional coordinating councils has been unclear since the reauthorization of the Carl D. Perkins Vocational and Applied Technology Education Act Amendments of 1990. Under the new federal guidelines, the $400,000 normally allocated to defray council expenses has been eliminated. As previously mentioned, the councils have received $664,895 in general revenue funds for the last several years. Until the 1990-91 fiscal year, these funds could only be spent on salaries for professional staff or contracts for professional services. Currently general revenue funds can be spent on other services or purchases if approved by the Department of Education.

The Governor's budget proposals eliminated funding for the regional coordinating councils after July 1991-93. This decision may in part be due to economic considerations and in part to the effectiveness of the councils in meeting their statutory responsibilities. The Commission believes that the ongoing statutory duties of the councils cannot be effectively continued without the aid and direction of professional staff.

The amount of general revenue funding historically allocated for council professional staff is $664,895. While council critics contend that this amount is excessive, state vocational education spending now exceeds $800 million annually. Funding to support councils is less than .1 percent of that amount. The state allocation will allow the councils to continue to work toward the Commissioner's goals of emphasizing local control of educational issues while linking vocational and job preparatory training with the specific workforce needs of each region. While statewide leveling of vocational programs has promoted greater consistency and accountability into the delivery of vocational education services and in the credentials awarded to students, it has not eliminated the need for decisions regarding which delivery system can best provide a particular program or where duplication of program offerings is justified.

Because 72 percent of the executive directors are part-time, the councils should be able to operate efficiently with general revenue funding despite the lack of federal funds. Those councils that need a full-time executive director could appeal to local government for funds to help support that position. In addition, some regions may want to consider a joint staffing arrangement with the private industry councils in areas where a strong relationship between the two councils exists.

Recommendation:

1. **The Legislature should continue to appropriate funds to support independent professional staff for the 28 Regional Coordinating Councils for Vocational and Adult General**

Education. Each council should seek ways to maximize those resources to provide for the most cost effective and efficient staffing arrangements possible.

Each of the 28 councils is a unique entity representing regions with diverse demographic and economic concerns. Most of the executive directors bring a long history of association with vocational education, business, and industry and local and state governments. After six years of council reviews, the Commission has determined that there is no single prototype for a successful executive director. There are however, certain components of a successful executive director just as there are components of a successful council. When the councils were first organized it was considered essential to allow council staff maximum flexibility in conducting their duties. While some councils have found this to be the most effective method of operation, others have not. The specialist has repeatedly noted that some council executive directors keep infrequent office hours that make communication with these councils problematic. This condition is exacerbated when executive directors submit tardy council minutes, reports, and other correspondences.

Many successful councils have outlined the role and duties of the council executive directors in a contract and evaluate that contract for compliance at least annually. Executive directors with clearly defined, specific objectives and outcomes for promoting vocational education and training have established meaningful linkages with business, industry and other education and community agencies. These linkages are imperative if the councils are to be part of a community wide partnership to improve and expand vocational education and training opportunities.

Recommendation:

2. **The membership of each regional coordinating council should draw up a specific contract or performance standards that must be achieved by the executive director.** That document should contain tangible goals and objectives to be met within a specific timeframe. The contract or standards should be evaluated annually by the council membership or by a component of that membership. The specialist for regional coordinating councils should be supplied with a copy of each region's contract.

One of the most important features of the councils is the lay membership. Lay members comprise at least 51 percent of the voting membership of each council. Ostensibly these members are selected based on their ability to provide linkages with local business and industry and to help ensure that educational training programs are responsive to the needs of local employers. It is imperative that lay members are nominated and appointed because of their business acumen and interest in education and not because of partisan political loyalties. It is equally important that lay members are appointed in a timely manner so that the work of the councils is not disrupted or discontinued because of a lack of voting members.

Recommendation:

3. **Lay members to the regional coordinating councils should be nominated and appointed based on their experience with and**

ties to the local business community. The executive directors of each council should send the appointment or reappointment papers to the governors office via the state specialist's office in a timely manner. The Governor's appointments office should ensure that the nominations are placed on the State Board of Education agenda within two months of receiving the appointment papers.

One criticism that has consistently been leveled toward the councils is the lack of uniform standards in the area of financial accountability. General revenue funds to support professional staff salaries and services are released to each council's fiscal agent four times a year by the specialist for regional coordinating councils. The specialist has documented receiving delinquent accountability and financial reports on numerous occasions, and in some instances has not received statutorily required reports at all. In addition, the specialist has no authority to withhold money from councils that do not provide documentation of meeting statutory responsibilities or who have not implemented past Commission recommendations. In summary, some councils have refused to comply with State mandates but have been accorded the same privileges as those that do comply.

Recommendation:

4. The specialist for regional coordinating councils should withhold general revenue funds from any council that has not submitted all legally required reports, contracts, or job descriptions with specific performance standards for the executive directors.

APPENDIX A

Florida Statutes Relating to
Regional Coordinating Councils

228.074 Regional coordinating councils; establishment.—

(1) There shall be established in each vocational education planning region a regional coordinating council for vocational education and adult general education.

(2) Each regional council shall consist of the superintendent of schools; the directors of vocational education and adult education of each school district within the planning region; the president of the community college; the deans or directors of vocational education of the community college; the vice president for academic programs, or his designee, of a state university servicing the region; a representative of an independent vocational, technical, trade, or business school located within the region, to be appointed by the Commissioner of Education; a representative of a branch of Job Services of Florida of the Department of Labor and Employment Security located within the region; a local district administrator of the Department of Health and Rehabilitative Services or his designee; and lay citizens of the planning region.

(3) No less than 51 percent of the voting membership of each council shall be comprised of lay members. The lay members shall be appointed by the Governor and confirmed by the State Board of Education for 4-year terms. A lay member may serve no more than two consecutive 4-year terms. The Governor shall select lay members for appointment from among nominees submitted by economic development councils, chambers of commerce, community development corporations, and other bona fide trade and business organizations within the vocational planning region. A lay member must receive less than a majority of his income from employment related to education and must not serve on a school board or community college board of trustees. At least one lay member of each council shall be a member of a business and industry advisory council or craft committee within the planning region. At least one of the total membership of each council shall be a member of a private industry council as provided for by the Job Training Partnership Act (Pub. L. No. 97-300).

(4) The voting members of the council shall be the lay members, the community college president or his designee, and the school district superintendent or superintendents or their respective designees. In a multicounty region, the superintendent, or his designee, from the county under discussion on a particular motion is the only superintendent who has the power to vote on that motion.

(5) The council shall elect a chairman annually. The chairman shall preside at all meetings of the council, call special meetings thereof, and attest to actions of the council. The council shall elect a vice chairman who shall act as chairman during the absence or disability of the chairman. The chairman shall notify the Governor whenever a lay member of the council fails to attend three consecutive meetings and notify the Commissioner of Education whenever the independent postsecondary vocational technical school representative of the council fails to attend three consecutive meetings. Such absences shall be considered a resignation. The council shall provide for maintaining minutes of its meetings.

(6) Each council may appoint committees and other advisory boards as necessary.

(7) The Department of Education, the Department of Commerce, the Department of Labor and Employment Security, and the Florida Labor Market Information Committee shall provide such technical assistance as the boards may request to carry out their assigned responsibilities.

(8) The Postsecondary Education Planning Commission shall evaluate the councils with respect to their administrative effectiveness and the extent to which regional needs are being met and unnecessary duplication is being controlled.

History.—ss. 14, 15, ch. 83-334; s. 47, ch. 84-356; s. 2, ch. 87-84; s. 62, ch. 87-224; s. 10, ch. 89-189; s. 47, ch. 89-351.

228.075 Regional coordinating councils; responsibilities.—

(1) The primary goals of each regional coordinating council shall be to:

(a) Maximize effective student articulation in programs of vocational education and adult general education.

(b) Establish and maintain effective and cooperative linkages with business and industry so that vocational training programs are responsive to the needs of the labor market.

(c) Lead regional efforts in cooperation among school districts, community colleges, and state universities.

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(d) Assure that the vocational education and adult general education needs of the community are provided for with maximum efficiency, cost-effectiveness, and minimum unwarranted duplication.

(2) To accomplish these goals, each council shall have the following powers, duties, and responsibilities:

(a) Review the vocational education and adult general education programs available in the planning region. Each council shall conduct an analysis of current vocational training, counseling, and placement programs available in the planning region. The council shall identify and list in order of priority the critical opportunities and problems of the planning region which can be addressed and improved through these programs and shall identify state, federal, and other funding sources to be used to address these priorities. Data used to conduct this analysis shall include labor supply and demand information from the Florida Occupational Information System. This list shall be reviewed at least every 2 years and may be revised at any time. A current list shall be filed with the Commissioner of Education, the secretaries of the Department of Commerce and the Department of Labor and Employment Security, the Florida Occupational Information Coordinating Committee, and the community college boards of trustees and school boards within the planning region.

(b) As a result of this review, develop agreements which provide for the assignment of fiscal and programmatic responsibility to either the local community college board of trustees, one or more of the school boards in the planning region, or a shared arrangement between the local community college and a school board or boards specifically agreed to by the council for the delivery of programs in the following areas: vocational education at the secondary level and below that level; vocational education at the postsecondary and postsecondary adult levels; and adult general education. This provision shall not prevent a board-assigned responsibility for one or more of these programs from developing joint programs or contracting for specific instructional services with another board or agency, subject to review by the regional coordinating council. However, in order to maintain accountability in each of these programs, all related enrollment projections, FTE reports, cost analyses, and other elements required for the allocation of funds shall be the sole responsibility of the assigned board or boards.

(c) Notwithstanding the provisions of ss. 230.03, 230.64, 233.068, 240.311, and 240.319, review and evaluate all proposals of the community college boards of trustees and the school boards of the planning region to address identified needs, including all proposals to create new programs, terminate existing programs, or significantly modify existing programs. The council shall review and evaluate program and course proposals on the basis of the need for the programs and courses, the populations to be served, existing or potential duplication, labor market supply and demand data, costs of programs and courses, recommendations and information provided by local and regional advisory councils and craft committees, student fees, equal access and equal opportunity provisions, and other criteria deemed appropriate by the council. Each council shall give priority to proposals which provide cooperative arrangements with public or independent institutions, agencies, or organizations for use of facilities or resources.

(d) Based upon the evaluation provided for in paragraph (c), make recommendations relating to the creation, modification, or termination of vocational programs or adult general education programs and submit the recommendations in writing to the Bureau of Auditing Services of the Department of Education, the affected community college board of trustees, and the school boards of the planning region. The boards shall accept, reject, or modify such recommendations and submit their responses to the recommendations to the regional coordinating council in writing. Any recommendation not formally acted upon by a board within 60 days shall be deemed rejected. Should the regional coordinating council and the affected school board or boards or community college board of trustees fail to reach agreement on any proposal, the council or the affected board or boards may appeal to the State Board of Education, sitting as the State Board for Vocational Education, the decision of which shall constitute final agency action.

(3) Each regional coordinating council shall prepare an annual report to be submitted to the Commissioner of Education for inclusion in the annual state accountability report and for distribution to the secretaries of the Department of Commerce and the Department of Labor and Employment Security, and the Legislature by November 1 of each year. This report shall describe all actions taken by the council to address identified critical opportunities and problems, including the final disposition of all recommendations made by the council.

(4) Each regional coordinating council shall coordinate the development of a vocational education plan for the region. The plan shall be developed to address assessments of the state's needs for vocational education developed by the Department of Education. By April 1, 1990, the department shall disseminate to the councils the assessment of statewide needs and the policies, goals, objectives, and quantifiable performance measures of success that may be used to meet the needs. By August 1, 1990, each council shall identify the resources its region will contribute to the goals and objectives and project its region's achievement of the measures of success for the following 2 years. Using the 28 regional plans, the department shall summarize the combined resources and measures projected by the regional coordinating councils, add any state resources that will complement the regional resources, and identify the federal contributions that will be integrated to implement the state policies and accomplish the state goals and objectives for vocational education. The resulting plan may be used to apply for federal funds as required by the Carl D. Perkins Act of 1984 (Pub. L. No. 98-539), and may be modified, revised, and reviewed as necessary.

History.—s. 15, ch. 83-324; s. 38, ch. 86-80; s. 11, ch. 88-169; s. 48, ch. 89-391.

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APPENDIX B

Regional Coordinating Councils
Executive Directors' Questionnaire and Selected Results

NAME:_____

STATE BOARD OF EDUCATION

POSTSECONDARY EDUCATION PLANNING COMMISSION

Regional Coordinating Councils
Executive Directors' Questionnaire

Directions: Please read and complete each item carefully. Thank you for your response to this questionnaire.

Section I

1. Are you an employee of a Regional Coordinating Council?

   _____Yes _____No

   If Yes, please list your council number _____ and go to question 6.

2. Are you an independent contractor with the Regional Coordinating Council?

   _____Yes _____No

   If Yes, please list your council number _____ and submit a copy of your contract with this survey.

3. Do you have an IRS tax identification number for federal income tax purposes?

   _____Yes _____No

4. Have you contracted with a business or agency other than the regional coordinating council(s)?

   _____Yes _____No

5. Are you reimbursed for travel expenses while performing your duties as council executive director?

   _____Yes _____No

6. Do you work for more than one council?

   _____Yes _____No

   If Yes, please specify. _____.

7. Do you work for the council(s) on a full-time basis?

_____Yes _____No

8. How many hours a week do you work for the council(s)?

_____40 hrs. _____20 hrs. _____other (please specify)

9. Who pays the rent on the office you use for council administrative duties?

_____school district _____community college _____council

_____other arrangement (please specify _____).

10. Where is your office located? _____

11. Please identify who owns the equipment that you use in your duties as council executive director:

	school district	community college	council	self
a. personal computer	_____	_____	_____	____
b. printer	_____	_____	_____	____
c. typewriter(s)	_____	_____	_____	____
d. other office equipment	_____	_____	_____	____

(please specify _____).

12. What is the hourly, weekly, or monthly rate that you are paid?

_____ per hour _____ per week _____ per month

_____ other (Please specify)_____.

13. Do you receive supplements to your salary at the end of the year?

_____Yes _____No

14. Does the community college or school district in your region provide a percentage of your salary?

_____Yes _____No (If no, go on to question 15.)

15. What percentage of your salary is provided by an LEA?

_____%

16. How often do you receive a job performance evaluation?

_____

17. Who conducts the performance evaluation?

_____

18. How long have you been the executive director of your council?

_____Months _____Years

SECTION II

Please answer the following questions pertaining to council materials and activities:

Does the council currently have:	Yes	No
1. A training or orientation manual for members	___	___
2. An orientation session for new lay members	___	___
3. Promotional literature (please provide copies)	___	___
4. Established linkages with business and industries	___	___

(please give examples_____

_____.)

5. Does the council have standing committees? (please list the names)

_____

_____

6. Do you meet with the standing committees?

_____Yes _____No

7. How often do the standing committees meet?

_____

8. How often does the entire council meet?

_____

9. Please list the three things that you are most proud of regarding the operation of your regional coordinating council(s).

_____

_____

_____

_____

_____

_____

Please complete this questionnaire and return it by September 24 to:

Dr. Glenda Rabby
Postsecondary Education Planning Commission
Florida Education Center
Tallahassee, Florida 32399-0400

STATE BOARD OF EDUCATION

POSTSECONDARY EDUCATION PLANNING COMMISSION

Regional Coordinating Councils Executive Directors' Questionnaire

Selected Results

Section I

1. Are you an employee of a Regional Coordinating Council?

   Yes - 5 No - 18

2. Are you an independent contractor with the Regional Coordinating Council?

   Yes - 14 * No - 9

   * Four executive directors are employees of a Local Education Agency LEA).

4. Have you contracted with a business or agency other than the regional coordinating council(s)?

   Yes - 6 No - 8

5. Are you reimbursed for travel expenses while performing your duties as council executive director?

   Yes - 11 No - 5 Missing - 7

6. Do you work for more than one council?

   Yes - 4 No - 19

7. Do you work for the council(s) on a full-time basis?

   Yes - 7 No - 16

8. How many hours a week do you work for the council(s)?

   40 hrs. - 7 20 hrs. - 5 other - 11

9. Who pays the rent on the office you use for council administrative duties?

   school district - 4 community college - 9 council - 0

   other - 8 Panhandle Area Educational Cooperative - 2

11. Please identify who owns the equipment* that you use in your duties as council executive director:

	school district	community college	council	self
a. personal computer	1	3	14	3
b. printer	3	3	12	3
c. typewriter(s)	2	4	10	7
d. other office equipment	1	5	8	5

* The Panhandle Area Educational Cooperative owns the equipment listed that is used by two councils.

13. Do you receive supplements to your salary at the end of the year?

Yes - 1 No - 19 Missing - 3

14. Does the community college or school district in your region provide a percentage of your salary?

Yes - 6 No - 17

16. How often do you receive a job performance evaluation?

Annually - 18 No evaluation - 2
On-going - 1 Private contract - 1
Missing - 1

SECTION II

Does the council currently have:	Yes	No	Missing
1. A training or orientation manual for members	23	0	-
2. An orientation session for new lay members	20	1	2
3. Promotional literature (please provide copies)	16	2	5
4. Established linkages with business and industries	20	1	2

5. Does the council have standing committees?

Yes - 19 No - 4

6. Do you meet with the standing committees?

Yes - 21 No - 1 Missing - 1

8. How often does the entire council meet?

Monthly -	5	Bi-monthly -	5
Quarterly -	12	Six times a year -	1

APPENDIX C

Information Chart on Five Councils
Selected for 1990-91 Evaluation

INFORMATION CHART ON REGIONAL COORDINATING COUNCIL EVALUATION
1990-91

REGION NUMBER	1	5	14	17	27
COMMUNITY COLLEGE	Pensacola Junior College	Tallahassee Community College	Lake-Sumter Community College	Hillsborough Community College	Miami-Dade Community College
SCHOOL DISTRICTS	Escambia, Santa Rosa	Leon, Gadsden, Wakulla	Lake, Sumter	Hillsborough	Dade
CHAIRMAN	Robert J. Smith 880 N. Reus Str. Suite 4B Pensacola, FL 32501 (904) 432-8111	Randall W. Smith 321 Washington Street Quincy, FL 32351 (904) 875-4088	James B. Brown, Jr. 605 Yorktown Road Leesburg, FL 32748 (904) 787-2121	Julius Hobbs P.O. Box 111 Tampa, FL 33601 (813) 228-4273	Philip R. Lecours 1444 Biscayne Room 230 Miami, FL 33132 (305) 995-7575
PROFESSIONAL STAFF	Dr. Charles Key PJC 1701B Career Dev Bldg. 1000 Coll. Blvd Pensacola, FL 32504 (904) 484-1792	Mary "Bunny" Hanley P.O. Box 12939 Tallahassee, FL 32317 (904) 422-3670	Millie Mizell 1 Fairway Drive Wildwood, FL 32784 (904) 748-5900	Chris Tompkins Hills. Comm. Col. P.O. Box 31127 Tampa, FL 33631 (813) 253-7045	John Yasuk 1444 Biscayne Room 230 Miami, FL (305) 995-7575
COUNCIL MEMBERSHIP TOTAL VOTING	23 10	21 18	18 10	23 11	28 12
DATE OF 1990 VISIT	November 19, 1990	January 8, 1991	November 15, 1990	October 22, 1990	November 8,1990
EVALUATION TEAM MEMBERS	Glenda Rabby Mae Clemons	Glenda Rabby Mae Clemons	Pat Dallet	Glenda Rabby Mae Clemons	Glenda Rabby Mae Clemons

C-1

APPENDIX D

Follow-up to 1989-90 Recommendations

REGIONAL COORDINATING COUNCILS

PEPC FOLLOW-UP REPORT
1989-90

Council Number:_____

Page _____ **of** _____

RECOMMENDATION (as stated in PEPC Report)	**ACTION TAKEN**	**EVIDENCE (Please list and attach copies)**
1. The Specialist for Regional Coordinating Council Operations in the DVACE should continue to be the statewide focal point for providing guidance and assistance to the 28 councils.	A few councils continue to send copies of reports and other materials directly to the Commissioner or to the Governor's Office. The Governor's Office has requested that correspondence relative to appointments and other council matters be funneled through the Office of Council Operations. In addition, the Commissioner's efforts to reduce paperwork (postage and the number of people who come in contact with correspondence) also stresses the importance of working through the Office of Council Operations. Some activities undertaken by the Specialist during 1989-90 include: - published a quarterly newsletter	Copies of newsletter
	- developed a guide to councils	Cover of guide
	- developed a brochure for councils	Copy of brochure
	- initiated an awards recognition program for lay members which includes the issuance of certificates to lay members which bears the signature of the Commissioner and the Director of the Division of Vocational, Adult and Community Education	Copy of certificate
	- visited the following councils: Seminole, Hillsborough, Pinellas, Tallahassee, Okaloosa-Walton, Palm Beach, Key West, Indian River, North Florida, Lake City, Santa Fe, and Pensacola	Travel itineraries
	- conducted a workshop for approximately 75 teachers and administrators in Region 7	RCC 7 meeting agenda
	- participated in PEPC review of five (5) councils	
	- arranged five regional workshops to provide technical assistance related to the regional planning process. Attended four (4) of the five (5) workshops.	
	- conducted orientation session for chairpersons and new directors in September 1990	
	- developed guidelines for out-of-region instruction, as related to the role of coordinating councils	
	- compiled all reports required by statute, <u>except</u> Problems and Opportunities report (only seven councils submitted reports)	
	- designed flyer to announce Vocational Achievement Grant Program	
	- in December 1989, developed an Appointments Manual	

D-1

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Council Number:_____

RECOMMENDATION (as stated in FEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
2. In order to expedite the appointment of lay members to the regional coordinating councils, all council chairmen should ensure that completed appointment or reappointment papers are sent to the Governor's office within two months of a position vacancy.	Most councils have not followed this recommendation. Too many vacancies still exist. Many of the vacancies have existed since March 1990 and a few have even existed since 1988. The Governor's Office is processing nominations quicker than in previous years, but the average time involved between the Governor's Office receiving nominations and the nominations going before the State Board is approximately 3-5 months. Despite the publication of an Appointments Manual by the Office of Council Operations, several directors are still indicating that it is extremely difficult to obtain nominations for council positions. On November 28, the following council vacancies existed: Region 2 -- 1 Region 3 -- 3 Region 4 -- 2 Region 7*-- 1 (1 expired in 1990, still serving, but never reappointed) Region 8 -- 1 Region 11 - 3 Region 12 - 1 Region 15 - 2 Region 18 - 2 (3 expired in 1990, still serving, but never reappointed) Region 19 - 1 Region 21 - 2 Region 23 - 1 Region 24*- 3 Region 25 - 1 Region 27 - 2 Region 28 - 1 *below 51% - Paperwork to fill at least one vacancy has been received in Office of Council Operations The role of the county contacts in the appointments process remains unclear in some regions. For example, some contacts seem to think that it is their job to find and recommend nominees for positions, as opposed to passing judgment on nominees who have been recommended by the organizations listed in Section 228.074, F.S. It would be helpful if the Governor's Office would clarify the role of the county contacts. Each county contact received a copy of the appointments manual, but there is still a need for their roles to be clearly defined.	Appointments manual on file in Specialist's Office List of vacancies

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Council Number:_____

Page ____ of ____

RECOMMENDATION (as stated in PERC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
3. Councils that have more than 51% lay members whose positions have been vacant for more than one year should request that the Governor's office delete those positions.	Councils with the 51 percent required lay members, but which had vacancies, were contacted and asked to request that unneeded position slots that were vacant be deleted.	11/15/90 memo from Howell to Chairpersons

D-3

Council Number:_____ Page ____ of ____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
4. To increase the number of council members representing the State's independent vocational schools, the State Board of Independent Postsecondary Vocational, Technical, Trade, and Business Schools should provide the Commissioner of Education via the State Specialist with nominations to fill those positions. The Florida Association of Accredited Private Schools should provide nominations from their membership when appropriate.	Specialist has communicated with the Commissioner's representative to the Florida Association of Accredited Private Schools (FAAPS) and the executive secretary of FAAPS in an effort to meet with council private school representatives and improve the participation of private school representatives. During the past year, more councils added private school representatives because in those regions where no FAAPS school existed, the Specialist arranged for the private school representative to come from the State Board of Independent Postsecondary Vocational, Technical, Trade and Business Schools. Heretofore, the private school members had to be from a FAAPS school. The current arrangement, when implemented by all councils, should result in all but four (4) councils having private school representatives.	4/5/90 memo to Chairpersons/Directors List of private school members

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Council Number:_____ Page ____ of ____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
5. Professional staff to the councils should not also be employed by the school district or community college in the region.	*Some council staff are still employed by a school district or the college in the region: RCC 8 -- has contract with the community college - council director is a college employee RCC 9 -- director works for an LEA and for the council RCC 16 - council director is a school board employee, but the council did not receive general revenue funds to pay the directors salary (council only received federal funds 1990-91) RCC 18 - director works for an LEA and for the council RCC 26 - council has a contract with the public school system RCC 27 - fiscal agent for the council, the community college, has a contract with the public school system * There are currently four executive directors who are employed by an LEA. Six LEAs provide a percentage of the executive directors' salary.	

D-5

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Council Number:_____ Page ____ of ____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
6. Councils which share similar demographic or economic characteristics should consider hiring one professional staff person to serve as executive director for those councils.	Even before the recommendation was made, three directors were employed by more than one council and one cooperative provided service to more than one council: Mrs. Strickland - RCCs 6, 7, 21 Ms. Gershman ---- RCCs 11, 15 Mr. Gahn -------- RCCs 13, 22, 24 Panhandle Area Educational Cooperative (PAEC) -- RCCs 2, 3 Since the recommendation was made, Mr. Gahn has relinquished Region 24. The new directors in Region 24 are Ms. Barbara Gershman and Mr. Reid Wentz. Mr. Wentz also directs the council in Region 23 (Manatee).	Roster of Chairpersons/Directors

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Council Number:_____ Page _____ of _____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
7. Council chairmen should ensure that general revenue and federal appropriations are used in accordance with established guidelines. If all revenue funds are not specifically earmarked for executive salaries, the chairman should work with council members to ensure that carry over funds are used to support meaningful council activities or to promote vocational education in the region.	Despite being informed that "bonuses" were not considered appropriate use of funds, Region 25, again (fourth consecutive year), gave its director a $4,000 bonus. While the expenditure is listed on the financial report as "personnel/fringe benefits," council records (May 9, 1990 minutes) show that the $4,000 was awarded as a bonus. Further, the checkbook indicates that the check for $4,000 was a bonus. Over a four-year period, the council in Region 25 has awarded its director bonuses in the following amounts: 1989-90 - $4,000 (May 9, 1990 minutes) 1988-89 - $5,000 (May 10, 1989 minutes) 1987-88 - $4,290 (January 11, 1989 minutes) 1986-87 - $4,723.56 (January 11, 1989 minutes) $18,013.56 A March 7, 1990 memorandum from the then Chief of the Bureau of Industry Services contained information on council funds and their usage. The memorandum was mailed to council directors and chairpersons with copies going to fiscal agents and finance officers. In addition, the Specialist has discussed financial matters with council directors, finance officers, and others. Each year, the Specialist compiles a spreadsheet which reflects council expenditures from the federal and general revenue grants.	3/7/90 memo to Chairpersons/Directors RCC 25 Minutes

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Council Number:_____

Page ____ of ____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
8. Community colleges and school districts should work with those councils impacted by the recent employment status ruling of the Department of Administration to ensure that disruption in council activities is kept to a minimum.	Communication between school districts and community colleges with the Department of Administration concerning the status of council staff has been effective and timely. In April, representatives of the retirement office met with council directors.	Minutes of April ARCC meeting Correspondence

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Council Number:_____

RECOMMENDATION (as stated in PEPC Report)	ACTION TAKEN	EVIDENCE (Please list and attach copies)
9. The State administrator should assist those councils which have not already done so to develop procedures for the review of inter-regional offerings by a school district or community college.	The Specialist developed a procedure for councils to use in the review of inter-regional offerings by a school district or community college. The procedure was disseminated to council executive directors on June 28, 1990. Councils that have used the procedure have indicated that it is effective.	6/28/90 memo to Directors